

**City of Eugene**  
**Cultural Policy Review (CPR)**  
*Frequently Asked Questions*

The following questions have been asked about the Cultural Policy Review. Answers have been provided by the consultants, the chair and vice-chair of the Mayor's Committee, and City staff when appropriate.

**1. What is the Cultural Policy Review? And what is a “cultural plan”?**

The Cultural Policy Review process was authorized by the City Council as a collaborative way to review current conditions, services, and gaps in the cultural sector, and to identify community-supported options that will assist the City Council in defining the City’s ongoing role in arts and culture. A “cultural plan” defines a “road map” for action that reflects the vision for cultural development in the community. A cultural planning process provides clear direction and suggested strategies that various community groups and the City can work to implement.

**2. How will the CPR process reflect opinions and experience of leaders at University of Oregon, Lane Community College, the Hispanic community in Eugene/Springfield?**

The goal of the CPR process is to engage representatives of these communities and many others – including, for example, the African American community, business leaders, youth, and educators. We will reach individuals in these groups through interviews, small group meetings, and public surveys. We believe a cultural plan is successfully implemented to the extent that it is broadly inclusive of the community being planned for, with a focus on Eugene.

**3. Who is making the decisions about who gets interviewed and when?**

The consultants asked members of the Mayor's Committee to each suggest at least a dozen people who should be considered for interviews or participation in group meetings. Other individuals in the community who are not on the Committee can also make suggestions through the City of Eugene’s web portal, Quick Link: Cultural Services or [www.eugene-or.gov/CulturalPolicyReview](http://www.eugene-or.gov/CulturalPolicyReview) . The consultants continue to review this list and make decisions on who to include based on the issues and questions currently being examined. These decisions are reviewed by the Mayor's Committee Chair and Vice-Chair.

**4. How was the Mayor's Committee selected?**

Members of the Mayor's Committee were selected as described on page 8 of the Cultural Policy Review Request for Proposals: "Mayor's Committee: The group needs to be sufficiently representative of diverse arts and cultural interests in the City so as to be perceived as inclusive and representative of important City and downtown initiatives. The Cultural Services Advisory Committee (CSAC) will serve on the Mayor's Committee in addition to representatives selected from the following list." The list is outlined on page 8 of the RFP document (see "CPR Documents" on the CPR portal page, click on "more").

Mayor Piercy, Angel Jones (Executive Director, Library, Recreation and Cultural Services), and Laura Niles (Interim Cultural Services Director) met to discuss potential members. Mayor Piercy appointed Tina Rinaldi as the chair and Councilor David Kelly, an arts advocate, as vice-chair. She communicated her appointments to the individual members and to the public via a news release on April 12, 2006 (news release posted under "News" on CPR portal page).

**5. Can you clarify the roles of Fred Crafts and Mark Loigman?**

Fred Crafts is an independent consultant who lives in Eugene and is part of the consultant team. He provides the consultants of Wolf, Keens & Company with background and contextual information about Eugene and the cultural sector.

Mark Loigman is the Director of Operations of the Hult Center in the City's Cultural Services Division. He has been appointed to serve as project manager for the Cultural Policy Review process.

All final products from CPR, including the cultural plan and supporting documents, are approved by the Mayor's Committee, not by members of the staff, individual committee members, or the consultants.

**6. Will the CPR process include the cultivation of tourism resources such as historical preservation, both in public art and architecture?**

Yes, cultivating cultural tourism – including public art, historic buildings and sites, among other things – is appropriate to cultural planning and will be addressed as part of the CPR process.

**7. What is the budget for PR and marketing associated with the planning process and what will PR and marketing be comprised of?**

The marketing budget will not exceed \$40,000 and will include print advertisements in *The Register-Guard* and *Eugene Weekly*, and two postcard mailings to all Eugene households (approximately 70,000).

The plan to market the scheduled public forums and information about the CPR process includes:

- Posting and consistent maintenance of all information on the CPR portal page ([www.eugene-or.gov/CulturalPolicyReview](http://www.eugene-or.gov/CulturalPolicyReview)).
- E-mail communication to persons who have signed up to receive information via the feedback function on the CPR portal page.
- Electronic notices to key partners and key partner organizations (Lane Arts Council, DIVA, CVALCO, Downtown Eugene Inc.). See Communications Plan posted on CPR portal page.
- News releases and public service announcements to local media,

#### **8. Why should citizens care about the inherently boring process of planning and what will be done about encouraging participation?**

It's true that lots of people find planning boring! The consultants' strategy to engage people is to focus attention on the range of important topics the CPR will address and to make sure that people know what's going on and what some possible outcomes might be. People are more likely to be engaged if they see that the process will address issues that are important to them and if they feel that the plan, when implemented, will improve their lives in some way. The Mayor's Committee and others involved in the process are part of a network whose charge is to bring vibrant and meaningful energy and engagement to the CPR.

#### **9. Who will be responsible for the plan once the consultants are gone?**

That's something that will be assessed as the planning process moves forward. The consultants' experience in other communities is that responsibility is generally spread among a variety of players: local City and County government of course, but also the school district, civic groups such as the Chamber of Commerce or the convention and visitors bureau, universities and colleges, among many others. Exactly how that will shape up in Eugene will become clearer as the process moves forward.

**10. How can individual members of the community most effectively become involved in this process?**

We've tried to make it easy for community members. If you sign up on the CPR portal ([www.eugene-or.gov/CulturalPolicyReview](http://www.eugene-or.gov/CulturalPolicyReview)) you will be informed of all upcoming meetings and events. We've also posted all sorts of information on the site – the work plan for the process, consultant memos, lists of Mayor Committee members, and more. And we'll keep adding and updating information as the process moves along. By reviewing that information, you can get up to speed quickly. Showing up and participating in public meetings has a real impact and helps to shape the direction of the plan.

**11. What kinds of answers, guidance or directions should we expect to get from the cultural plan when it is completed?**

The cultural plan will provide an assessment of the current situation in Eugene's cultural sector and vision for the future of arts and cultural development in Eugene. It will be comprised of a series of goals with specific strategies under each goal statement. For each strategy, the plan will describe who the possible lead "implementors" might be and what a "ballpark" budget (both for start-up and on-going operating costs) would be.

**12. What happens if we're displeased with the plan or find it unworkable at the end of this process?**

While it is unlikely that anyone will be pleased with everything in the cultural plan, we expect that most people will feel that the plan provides an accurate reflection of community priorities. Our expectation is that the plan will evolve over the coming year and that there will be plenty of opportunities to react to emerging themes as we move forward.

**13. When the CPR is complete, will the City begin to implement it immediately or will it have further public and/or policy acceptance procedures?**

Keep in mind that there is much that the plan may recommend that does not require official City action. Implementation for many of those components can move forward with relative speed. We expect that the plan will be presented to City Council for acceptance and for further consideration of those strategies that require significant city government action.

**14. Will the final report also include projections of costs for implementation?**

Yes, although these will be “order of magnitude” estimates.

**15. Will the report make recommendations of implementation steps in order of priority and on what basis will the priorities be selected?**

The consultants will provide recommendations for implementation as well as priority rankings for all the proposed strategies in the plan. It is important to note that implementation can often take a variety of different forms and that developments after the plan’s completion may suggest different approaches to implementing specific strategies.

Assigning priority is a difficult task. In a general way, the consultants’ decisions on priority are based on their assessment of the importance of a given strategy relative to the financial and human resources required to implement it. A central task of the early phase of implementation will be refining priorities based on available resources and leadership.

**16. Specifically, what outcomes have you identified for this review? ArtsPlan identified seven outcomes that established the scope and parameters of our work.**

Outcomes, as related to the initial scope of services will be determined by the community and stakeholders through interviews, focus groups and public meetings as presented through the consultants and reviewed by the Mayor's Committee for priority and action items.

The primary goal is to establish an agreed upon course of action for the City’s support and involvement regarding arts and culture within the prescribed area of downtown Eugene.

**17. Situation papers will form the basis for much of the report and recommendations. When and who will decide the areas of focus for situation papers?**

The consultants will write each draft of the situation paper. The Mayor's Committee will review it and based on the comments, as well as comments from the public meeting to be held during the same period, the consultants will revise it. This sequence is on-going throughout the planning process.

**18. Will you have a small group meeting more frequently to provide direction and feedback? If so, who will form that smaller group? The process document did address what happens when comments are received from the committee or others. Who decides what to incorporate, etc?**

The small group meetings that the consultants envision are designed to provide specific information on particular topics – arts education in the public schools, for example, or fund raising for arts groups, or concerns among visual or performing artists. These sessions are convened for fact finding purposes.

We will also hold process and feedback meetings. Whenever a meeting of the Mayor's Committee is scheduled, we will also plan public meeting as well to make sure that everyone has an opportunity to get caught up on the plan and to express their opinions. In general, the consultants have the first crack at deciding what to include of the many comments, although all of their drafts will be reviewed by the Mayor's Committee.

The situation may arise that the process needs quick feedback in order to move forward. In those instances, the chair of the Mayor's Committee, Tina Rinaldi, and the vice-chair, David Kelly, as well as Mark Loigman, the City project manager, will make those decisions with the consultants.

**19. Why is the CPR Committee so large?**

Actually, the consultants do not see it as particularly large compared to many cultural planning processes in other cities. Keep in mind that this group of just 21 people is supposed to reflect the range and diversity of a community of more than 200,000 people.

**20. Is it really necessary to take 12 months to develop an “ARTS” improvement forecast?**

A year doesn't seem that long when you look at the components that the CPR includes. We need to review Eugene's existing rich mix of cultural assets *and* to come up with a vision for the future as well as the goals and strategies to implement that vision. And we need to be sure that everyone has a chance to be heard and that the process has integrity. In most communities the consultants have worked in, plans rarely take less than a year and often take considerably longer. Cultural planning is intended to go beyond a forecast and it seeks to provide tangible strategies for shaping the community's cultural landscape with clear intent.